

Process Mapping 101



Learning Objectives

- Process Mapping 101
 - Proven tool to highlight areas of opportunity and communicate within your team
- Six Steps to building your own “Brown Paper” Process
- How Process Mapping can help identify opportunities to become more efficient and effective



“Because We’ve Always Done It That Way”

- How many of us hear this on a daily basis?
- Sick of doing the same thing over and over and thinking there must be a better way?

We’ve designed this paper specifically for those meeting planners who are trying to continuously improve their skills and are always looking for new, innovative ideas to bring to the table.



Why is Process Mapping Necessary?

Existing processes typically grew rather than being designed

Each step in an existing process probably met a legitimate need when that step was layered into the process - resulting in: handoffs, reconciliation, redundancy, complexity, over or under design, and misalignments

We should look at the whole process, not just the sticking point - it takes a holistic approach rather than a band-aid approach

Adapted from Michael Hammer

What Do We Mean by Processes?

A process is the collection of tasks used to accomplish something - to turn an input into an output



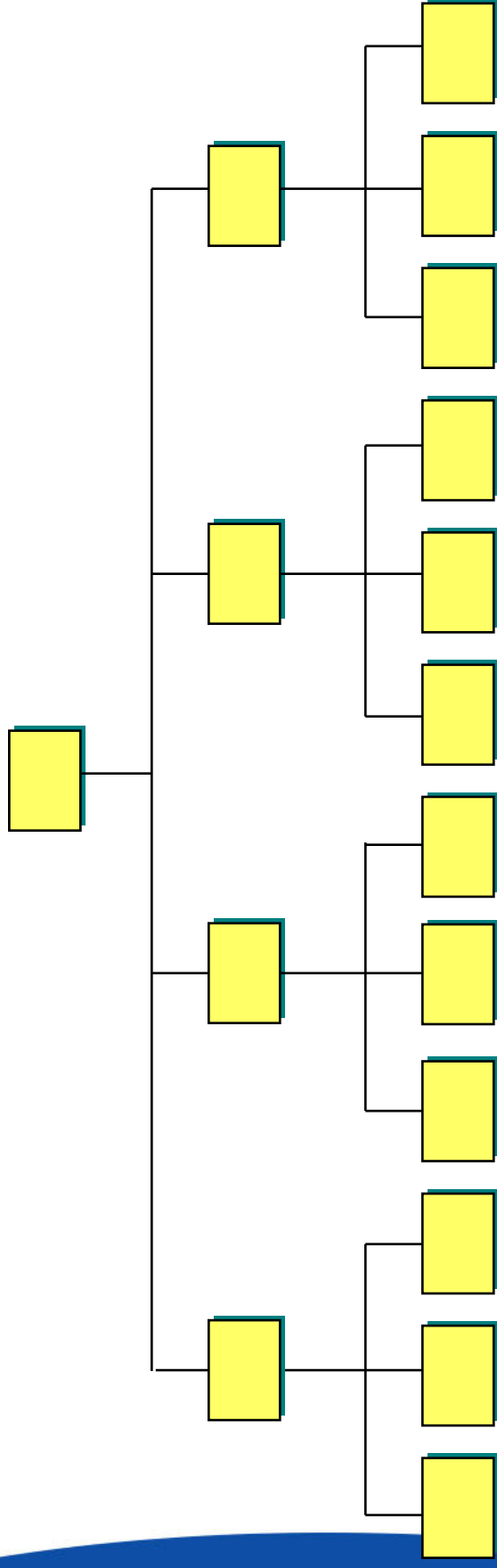
Processes, Processes Everywhere...

Most of an Organization's
Activities Can Be Described
As Processes...

- Value-Adding:** Processes that convert inputs into outputs of greater value to external customers - These processes are why an organization exists
- Enabling:** Processes that support one or more other processes, typically by supplying indirect inputs
- Asset-Creating:** Processes that create and manage infrastructural assets that are used by and leverage value-creating processes
- Governing:** Processes that direct or tune other processes

Adapted from Michael Hammer

In Traditional Organizations, Process is Invisible



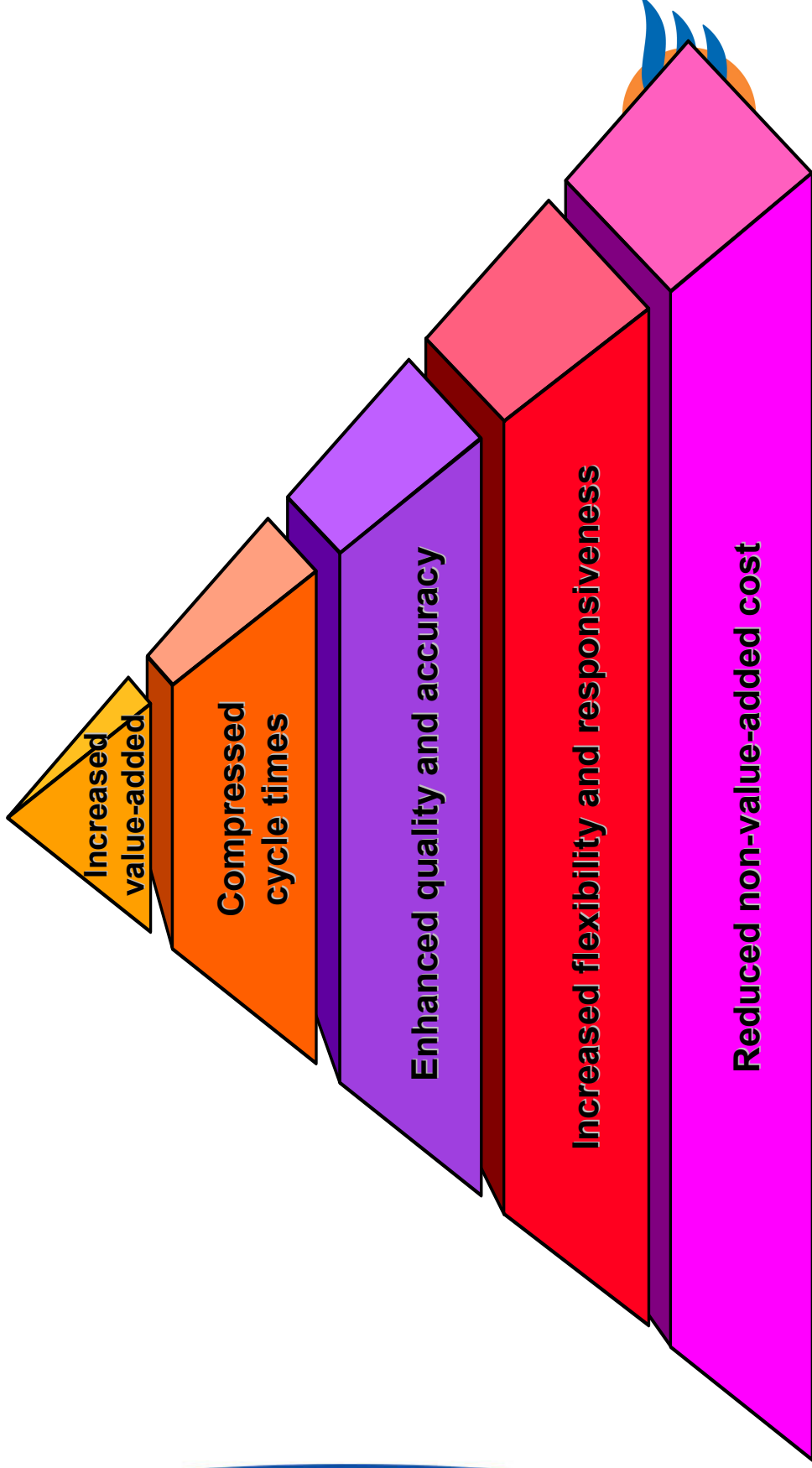
What do we see here?

Specialization, hierarchical management, control



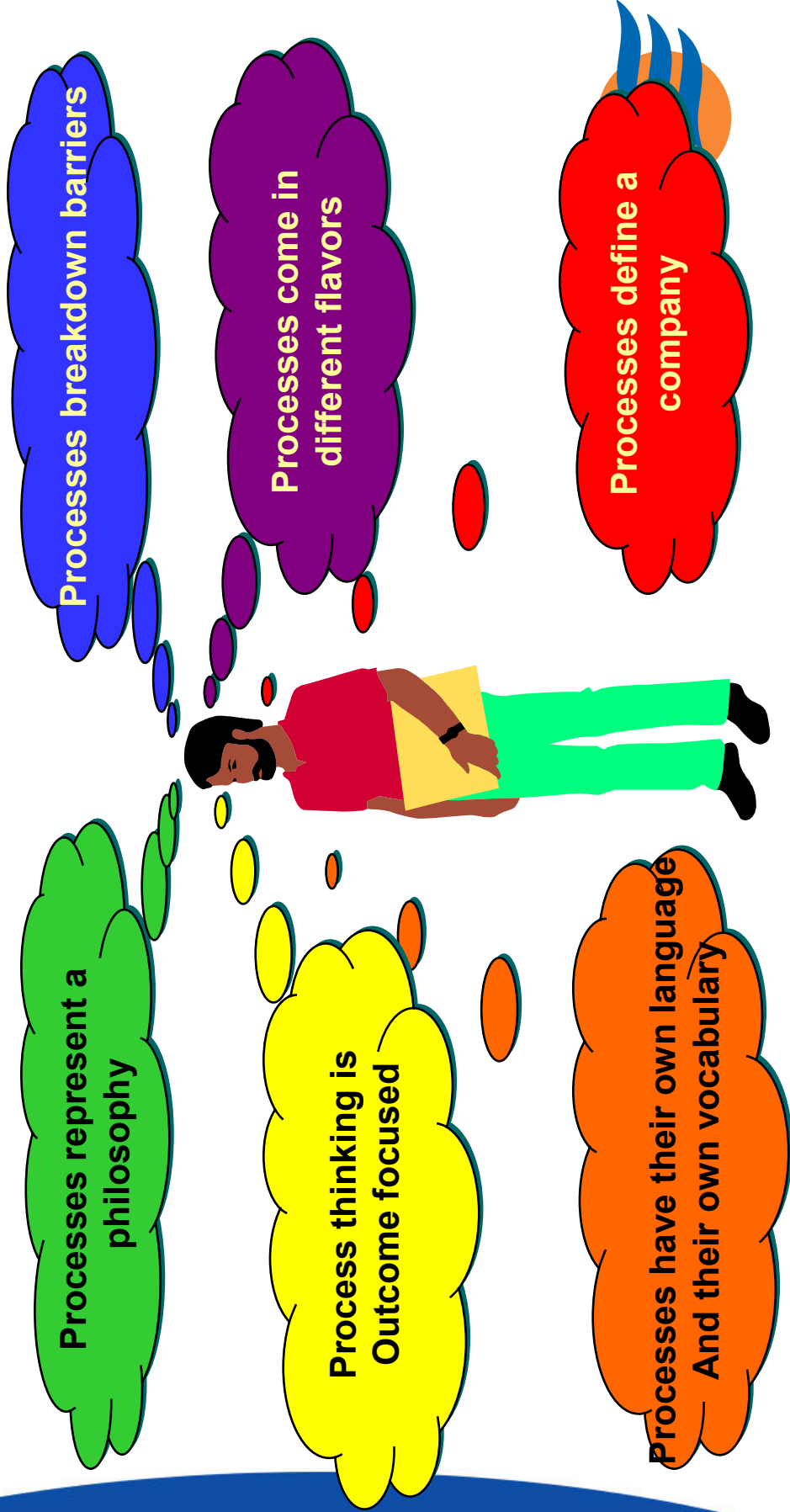
Adapted from Michael Hammer

Advantages of Process Centering



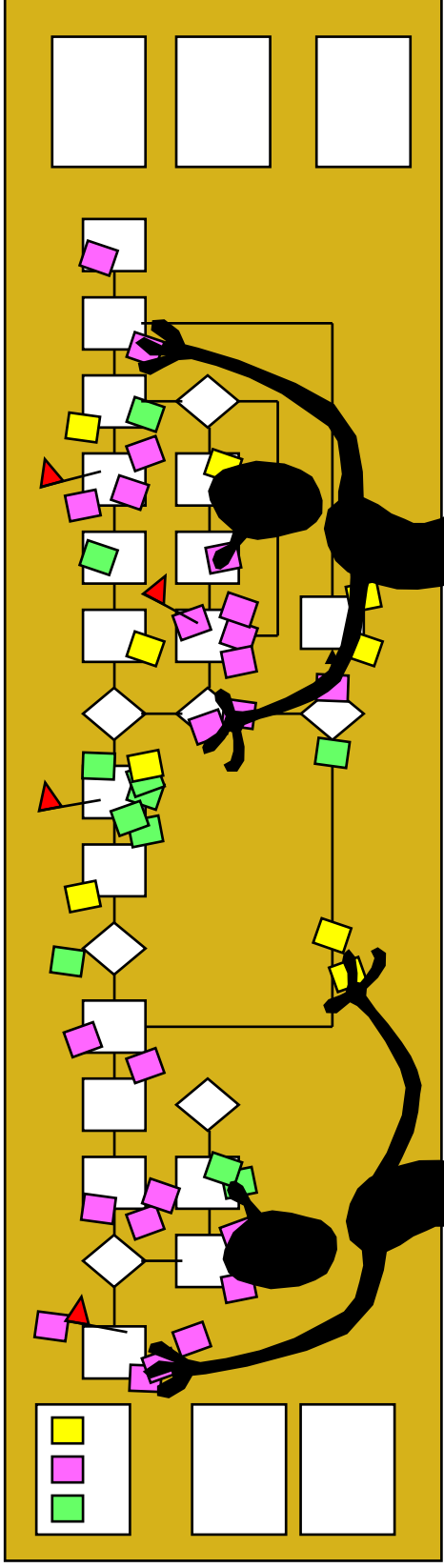
Adapted from Michael Hammer

Characteristics of Process Thinking



Adapted from Michael Hammer

Process Mapping



**Recognizing, naming
and inter-relating a
process**



Adapted from Michael Hammer

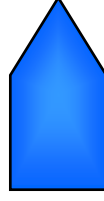
What is a Brown Paper?

Have you ever heard of **White Papers**?

- Brown Papers are the starting point of what we do today. A pictorial representation of a process on a sheet of brown paper, detailing actual steps taken today.
- We AIM to migrate towards White Papers or Best Practices.

Brown Paper

- Way we do things today
- Time consuming
- “Rough around the edges”



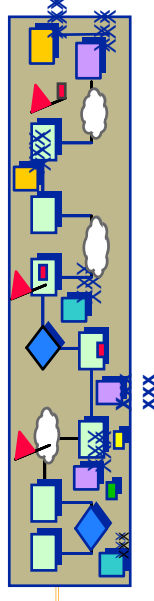
White Paper

- Best Practices
- Clean, Clear
- Ways we **SHOULD BE** doing things



Other Terms to Remember:

- As-Is - actual process in use today
- To-Be – Streamlined process for the future



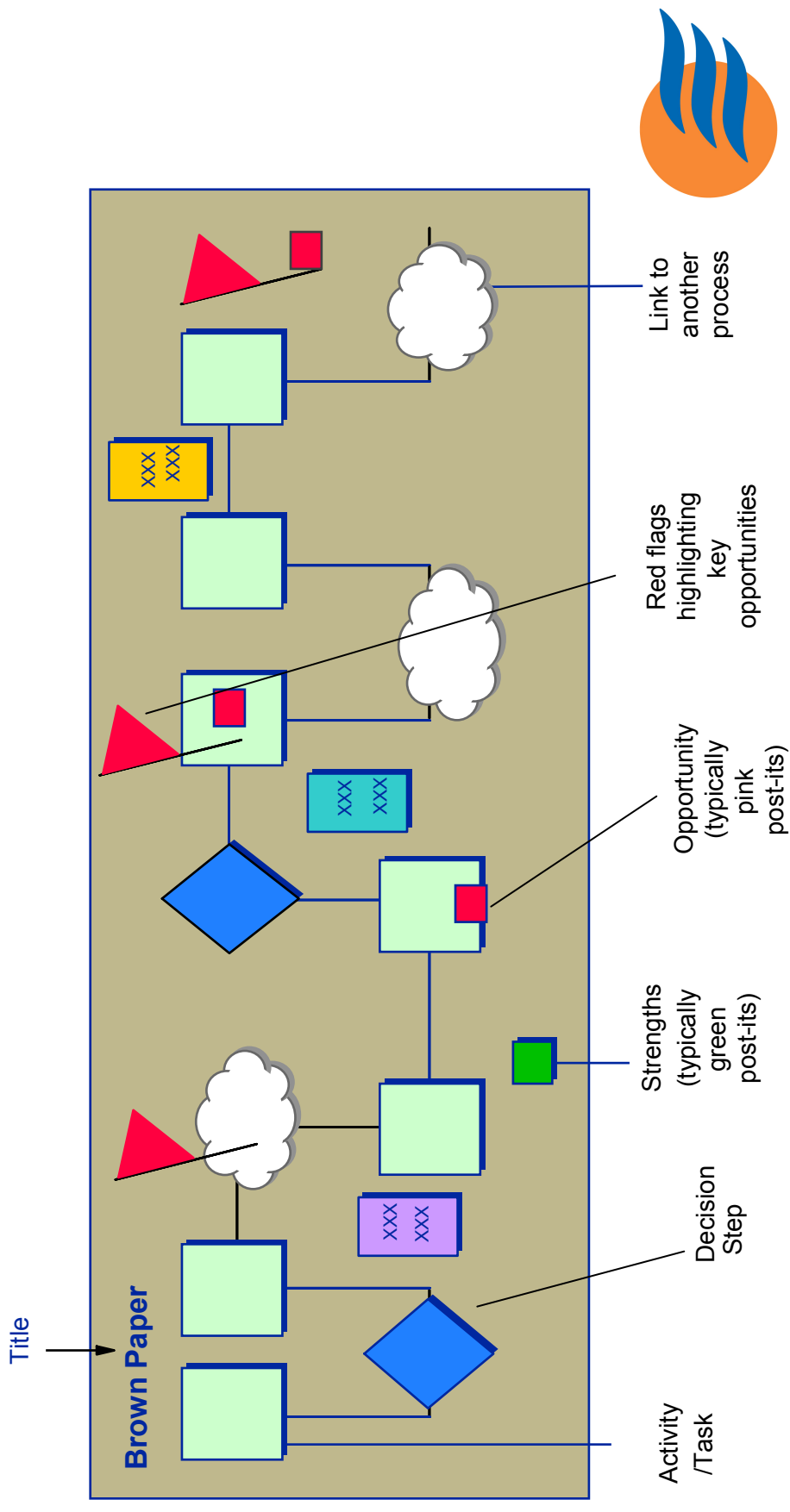
The Brown Paper Helps Identify and Gain Support For Opportunities

- A process flow mapped onto a Brown Paper
- Describes the process as it works today
- Shows the big picture
- Is high touch, low technology
- Identifies strengths and opportunities
- Captures the complexity and disconnects the key operational issues
- Develops ownership of issues

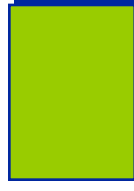


It is an excellent team building tool.

An Example of a Brown Paper Showing Key Components



Brown Paper Icons Are Used to Standardize the Visual Impact



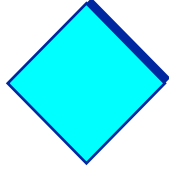
Activity/task

- Describes task performed
- Starts with an action verb (eg. Request meeting)
- Try to keep to five words or less



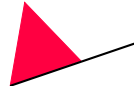
Link to Another process

- Describes link to another process (eg. out of scope, separate process flow)



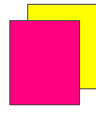
Decision

- Describes the decision
- Stated to require a yes or no answer



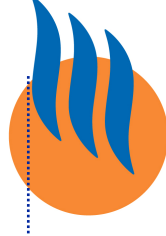
**Major findings/
Opportunities**

- Indicates where on flow major opportunities exist
- Highlighted against opportunity 'post its'

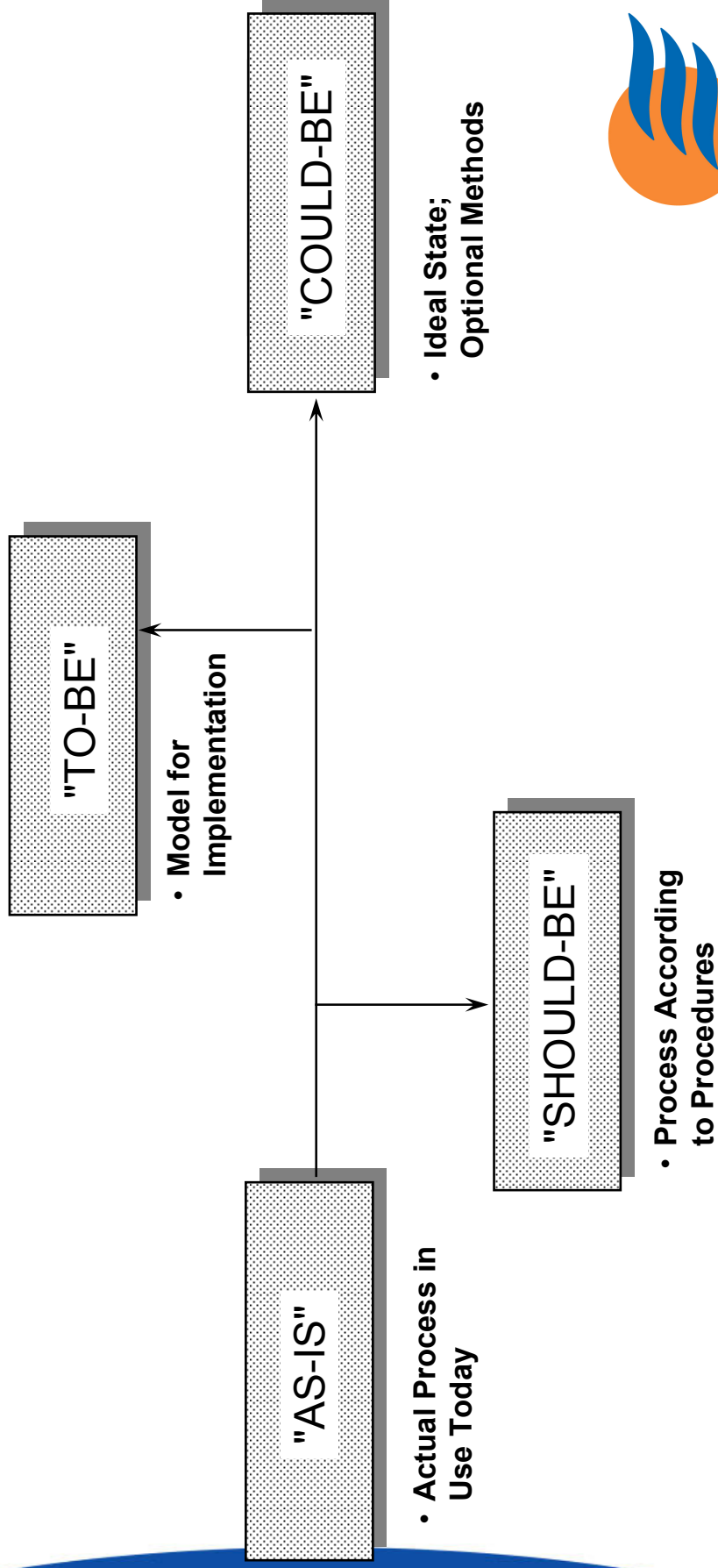


**Strengths,
Weaknesses,
Opportunities**

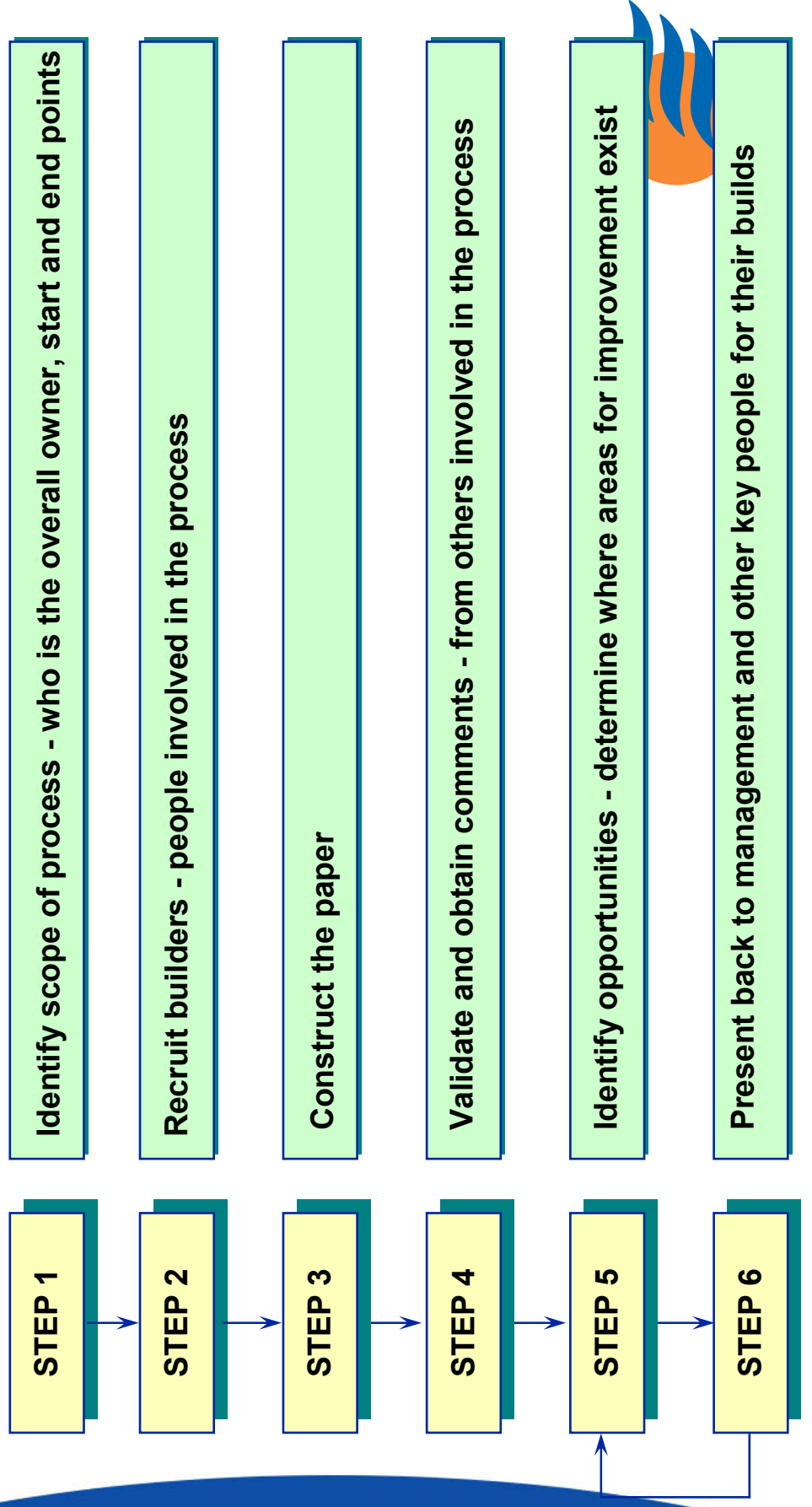
- Colored post it notes
- Clarifies the issues



A Variety of Applications



There Are Six Steps to Developing a Brown Paper



Step 1 - Identify the Scope of the Process

- The facilitator and process owner should prepare the scope
- Determine the start and end point of the process
- Only flow one process at a time
- Prepare a rough draft on a flipchart based on preliminary discussion and the team's knowledge
- Set a date and time when the Brown Paper construction will start



The hypothesis is that improved process flow will provide benefits

Step 2 - Recruit the Builders and Establish Their Roles

Leader	Facilitator	Team	Reviewers
<p>Process owner, departmental manager etc</p> <ul style="list-style-type: none"> Owns the problem or issue Person with the 'A' Selects the team members Makes final decisions Could be the manager but not necessarily 	<p>Independent</p> <ul style="list-style-type: none"> Control the six step process Encourages people to get involved Offers advice and direction 	<p>Process operators, line managers, process experts etc</p> <ul style="list-style-type: none"> People who have the 'R' The doers of the activities and tasks Key content experts People from interfacing processes Not just managers or the boss The customer of the process 	<p>People from all functions and levels</p> <ul style="list-style-type: none"> Owns the problem or issue Person with the 'A' Selects the team members Makes final decisions Could be the manager but not necessarily



Step 3 - Construct the Brown Paper

- Before you start to construct a brown paper ...
- Secure a conference room or working area (preferably without distractions) that lets you hang the paper from a wall
- Ensure key content experts can participate
- Schedule working sessions for 2-4 hour time frames
- Obtain supplies (yellow, green and pink post-its, scissors, glue stick, masking tape, brown paper, pencils, markers, ruler, etc.)
- Hang the paper on the wall before the meeting starts - it's better to cut a piece that is too long than too short
- While creating a process flow, the facilitator's role is important...
- Reconfirm the scope with the team - put the first and last activity on either end of the Brown Paper
- Encourage the team members to write out the main activities onto post-its or icons - this promotes involvement and ideas
- Ask 'which activities come first, what is the sequence..?'



Step 3 - Construct the Brown Paper (cont ..)

- Don't worry if they are not in order - post-its or icons can be moved
- Capture how the process really works, not just how it is supposed to work
- Keep them moving; don't let them deliberate too much - remember the 80/20 rule
- Always ask "who else should see this or who else is involved in the process?"
- Integrate "presenting back" what is on paper - this helps clarify the process and facilitates knowledge transfer
- Include a title of the process in the upper left hand corner
- Encourage the "creators" to document their own issues/ findings and place in the appropriate space
- Strictly state the facts - do not pass a value judgment



Step 4 - Validate the Process Flow

- Post the Brown Paper in an informal place so more people can see the paper and participate
- Walk several people through the Brown Paper to add their post-it note comments
- Ensure they physically "touch" the paper and post-its
- Pre-present, pre-present, pre-present - to as many people involved in the process as possible
- Validate, validate, validate - capture all perspectives
- Get others to sign off to indicate they have contributed to the process
- Summarize findings, strengths, and opportunities in panel form. Post panels at end of brown paper



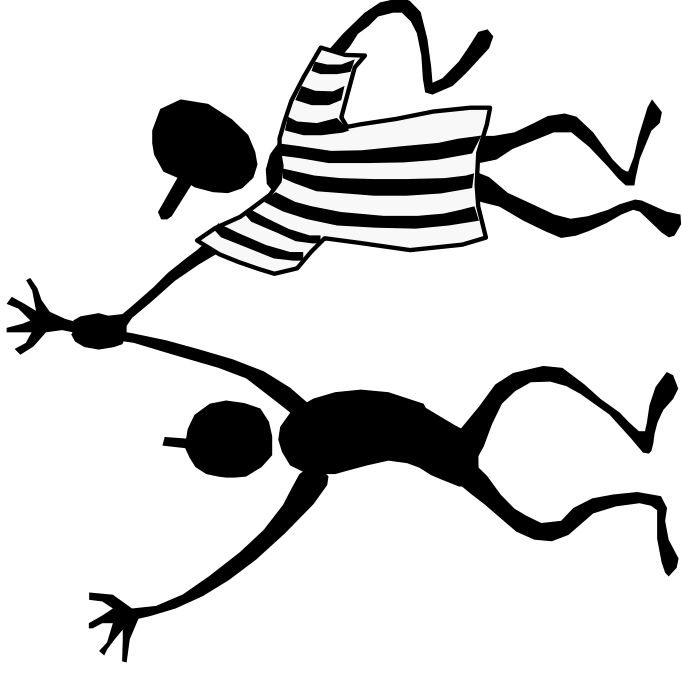
Step 5 - Identify Opportunities for Improvement

- Determine where areas for improvement exist.
- Reference opportunities with alpha/numeric code and generate opportunity book (results, delivery, optional).
- Red-flagged opportunities should provide the team with a priority list of what to do.
- Ask 'so what?' - what are the implications?
- Design studies should investigate the root causes.
- Evaluate the potential benefits of correcting the process.
- Involve key team members and leader in the evaluation process.



Improvement

**Enhancing Business Performance by Enhancing Process
Performance**



Adapted from Michael Hammer

There are Many Options For Improvement

Re-Sequence Tasks Within The Function

2 5 4 3 6 1
1 2 3 4 5 6

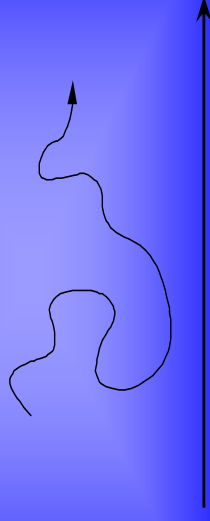
Combine Function With Another

A B C D E F
AD BF CE

Eliminate Function

A B C D E F
A C E

Simplify The Way The Task Is Performed



Specific Opportunities to Look For



1. Dead Zones - Places where work sits, gets held up, or gets lost
2. Lost Time
 - **OBVIOUS** - People looking for work
 - **HIDDEN** - Rework
3. Rework Loops - Double backs for more information or to correct
4. Lag Time - Delays between steps

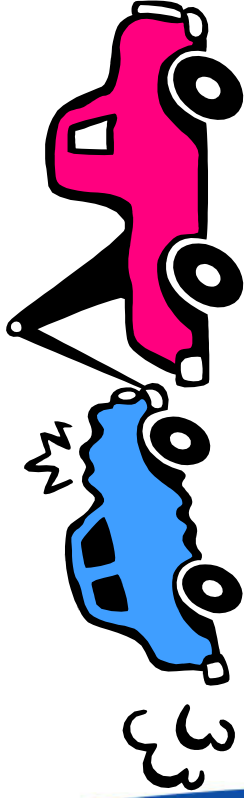


Step 6 - Present Back

- Presentation of the process can be anywhere between 10 minutes and one hour depending on the objectives of the audience
- Describe who was involved and the reasons for building the Brown Paper
- Determine the audience to present to - key management and decision makers
- Walk them through the process, activity by activity
- Describe the strengths of the process first
- Summarize the key findings, opportunities and areas for improvement
- Solicit input from the audience, add their builds where appropriate
- Get them to sign off on the contribution list



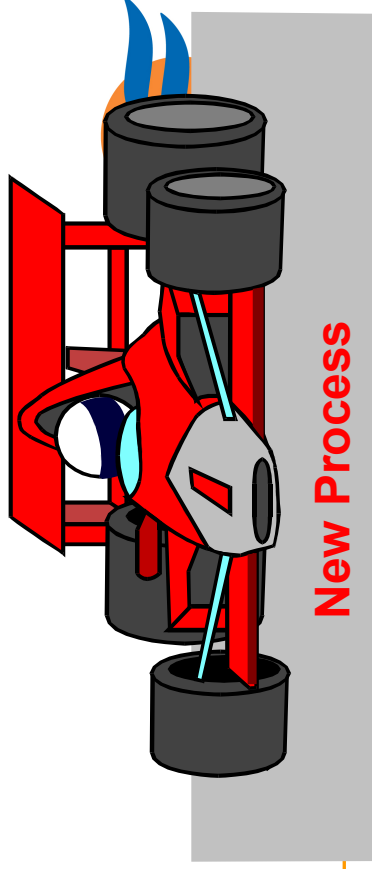
The Test Drive



Old Process

Start with strengths and opportunities from “As-Is”

“Drive” through the “Could-Be” process with emphasis on opportunity



“Could-Be” process should solve the problems with the “As-Is”

Try Drawing a Process Map For: Making A Cup Of Coffee



Guidelines And Other Helpful Hints

- Start by creating very high level major steps in the process. Then decompose each of the major steps into the flows.
- Start process steps with an action verb. State the action taken or task performed at each step.
- Use arrows to show the flow and icons where appropriate. Be creative
- Keep the pace fast. Use the 80/20 concept.
- Rule of thumb. The brown paper should be understood by someone without lengthy explanations.
- Disagreement about how the function is completed is OK. It is probable that different people perform the same function differently; that is a significant finding! Try to capture both.



Energize, Share, Build, Enjoy

Remember the Elements of a Good Brown Paper

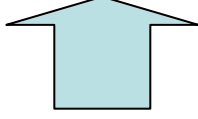
- Involves the leader of client
- Captures process - formal, informal, emotional
- Highlights opportunities for improvement
- Documents gaps and areas of conflict
- Details all critical activities
- Flows in a simple/self explanatory manner
- Captures all perspectives
- Communicates with the help of icons and humor



Final Thought: A Change in Mindset

Traditional

- My boss pays my salary
- My work doesn't matter
- Pass the buck
- Look out for #1
- Succeed by empire-building
- Our history makes us great
- Work is a drag



Process-Centered

- Our customers pay our salaries
- My work does matter
- The buck stops here
- We look out for each other
- Succeed by performing
- Our history is behind us
- Work is life

Adapted from Michael Hammer